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ABSTRACT

The Owen Sound Public Library was studied as part of a larger commission authorized by the Georgian Bay Regional Library Board. Analysis was restricted to local policies and procedures with recommendations designed to improve those services which are under the full control of the Owen Sound library board and staff. Aspects of library services provided on a cooperative basis: interlibrary loan, 16mm films, and reference resources were not included. Topics considered included: the library's community and its future trends; library service in the past and for the future; the library building and its planned expansion; comparison of present services to those of similar libraries; Owen Sound's collections and operations; and services to special groups such as students, other institutions, and non-residents. Recommendations were made with a view toward the impact which the library's building expansion program could have on future operations. (Author/SL)

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VOLUME I

THE OWEN SOUND PUBLIC LIBRARY

INFORMATION, MEDIA & LIBRARY PLANNERS

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LIBRARY SERVICE
IN THE
GEORGIAN BAY REGION

VOLUME I
THE OWEN SOUND PUBLIC LIBRARY

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1971

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INTRODUCTION

This study of the Owen Sound Public Library forms part of a larger commission authorized by the Georgian Bay Regional Library Board and confirmed by letter on December 15, 1970. Subsequently the Chairman of the Owen Sound Board gave his permission for this study.

Although some aspects of library service in Owen Sound such as inter-library loan, 16mm films and reference resources normally would be included in a review such as this, we have not dealt with them because such services are now provided on a cooperative basis by all library authorities in the Georgian Bay Region. A discussion of these services will be presented in another part of our report.

In this report we have restricted comment to local policies and procedures with recommendations designed to improve those services under the full control of the Owen Sound Library Board and staff.

Furthermore, since Owen Sound is in the process of building a large new addition, this report differs from those dealing with the other resource libraries in that the emphasis is on the effect of the new building on services rather than on the details of procedures, methods and administration as they are currently practised. Our assumption throughout is that the new addition and the renovation of the present building will be completed in early 1972 and will be basically similar to the programme and layout already submitted by the architect.

It was a pleasure for us to meet with the architect and the Board during this study and to have had the opportunity to review the programme and the layout drawings. More detailed comments on the plans for the addition were submitted to the Board in a separate memorandum on February 8, 1971.

A. Bowron
March, 1971.

THE COMMUNITY

The City of Owen Sound has a 1970 population of 17,998. According to the official plan, this figure will grow to about 23,000 by 1986 including the urban fringe areas in Sydenham, Sarawak and Derby Townships which have a population of about 1000 at the present time. The city has experienced steady growth since the Village of Sydenham changed its name to Owen Sound in 1851. In 1855 the population was 2,000. It was 4,000 in 1875 and 8,000 in 1895.

The original townsite on the east side of the river expanded in several stages to follow both banks of the Sydenham river southward then up the surrounding hills and northward along the east and west shores of Owen Sound. This pattern of growth was influenced mostly by topographical features. Even today these same features -- the Bay, the rivers and the rocky walls of the valley -- shape the modern city.

The prosperity and growth of the community in the past was closely linked to shipbuilding, railways, the transshipping of lumber and grain and secondary industries, such as furniture making, which used local resources. The fortunes of Owen Sound ebbed and flowed with the fortunes of the Province as a whole, but particularly with the condition of the primary market in the industrial belt to the south. Future prosperity in the area is even more dependent on the Windsor-Hamilton-Toronto region today, but tourism and the resort industry, diversified light manufacturing and processing and agricultural-retail services have taken the place of pioneering industry and the grain trade. Barring a general prolonged depression or on the other hand the location of a very large industry in the area, the growth of Owen Sound will continue to be unspectacular but steady. According to the rather conservative estimates of the official plan, the 1985 population, including the urbanized fringes of adjoining townships and assuming their annexation to the City, will range from 20,670 to 27,500. We will use the median figure of 23,000 for the purposes of this study.

FUTURE GROWTH AND THE PUBLIC LIBRARY

Future physical growth of the city will be determined, as we have said, mostly by natural features. However, as development reaches the upper plateau above the rivers, highways, soil conditions and the availability of city services become important influences. In addition to the infilling of vacant

land in the central and older parts of the city, most new commercial and residential development will take place south along highways 6 and 10, west along highways 6 and 21, along the west bank of the Sound and southward into Derby Township above the west bank of the Sydenham River. As any city spreads out there is always a tendency to decentralize commercial development to the detriment of the old downtown area. However, in Owen Sound commercial expansion has continued to take place in the downtown area. Here is a quote from the official plan:

> "In view of the economic pace of the City of Owen Sound, it is considered that for the next 25 years of the projected growth rate there is no justification for a regional shopping centre in competition with the existing central business district. Commercial developments will be required in the residential areas largely for neighbourhood shopping. The downtown is expected to continue to attract the out of town visitor and shopper from the tributary areas and it must be expected that this group of visitors will tend to increase as the prosperity of the trading area grows."

If this prediction is correct and if the planned redevelopment of the downtown area and the riverbanks takes place as set out in "City of Owen Sound Sydenham Riverbanks and Civic Complex Study, 1970," the community may be able to retain a vital commercial and civic centre in opposition to a trend that has destroyed the character of many Ontario municipalities.

As long as the central business district in which the library is located continues to be visited regularly by a majority of city and district residents, we feel that the present library site will continue to be a good one. At the moment the core of the city also employs the majority of the work force who, if they cannot use the library during the daytime, can easily use its services in the evenings or on weekends because the majority of this work force lives less than one half mile from the library. By 1985, of course, the city will be more spread out but even then few people will live more than 2 miles from downtown library service and in the absence of a large regional shopping centre will still make frequent trips downtown to shop and do business.

In the light of these assumptions, based on the opinions expressed in the official plan and by the City Engineer, we see no need for branch libraries or a bookmobile service within the next 15 years. We recommend that the Board concentrate its energies and resources on developing full library services

based on the needs of the community and make the maximum use of the present library and the new addition. The Chief Librarian's report for 1970 indicates a library membership of 47% of the population. This high percentage together with a circulation of 17 items lent per capita shows higher than average use and is further evidence that the lending services at least are reaching most of the population from the present location.

TABLE I

Owen Sound Public Library -- Bookstock, Circulation and Expenditure, 1914-1970

Year	Population	Bookstock	Per Cap.	Circulation	Per Cap.	Expenditure	Per Cap.
1914	13,000	5,423	2.3	31,978	2.5	$ 3,112.00	$ .24
1938	14,000	21,410	1.3	144,722	11.0	10,681.00	.76
1949	16,500	30,744	1.9	122,776	7.3	17,998.00	1.08
1959	17,556	51,498	2.9	180,702	10.2	30,683.00	1.74
1966	17,955	64,997	3.6	243,627	13.5	58,281.00	3.24
1967	18,120	67,288	3.8	252,675	14.0	66,457.00	3.68
1968	18,259	69,033	3.8	250,818	14.0	78,752.00	4.35
1969	18,361	70,010	3.8	294,582	16.0	80,458.00	4.38
1970	17,998	71,815	3.9	307,274	17.0	95,651.00	5.31

Note: The accepted minimum per capita bookstock is 3 for communities of 10,000 - 35,000 population.

The accepted minimum per capita circulation is 10.

LIBRARY SERVICE IN THE PAST

For the past 116 years there has been an organized public library in Owen Sound. The Owen Sound Mechanics Institute was founded in 1855 just 15 years after John Telfer cleared the bush at the head of the bay and established the first settlement. It is undoubtedly one of the oldest community organizations in the City. In 1911 the organization was re-established under the Public Libraries Act as a tax-supported community service and since then has been the responsibility of an appointed local board. The present building, built at a cost of $26,000 donated by the Carnegie Foundation on property purchased for $3,000 by the town, was begun in 1911 and formally opened in 1914.

Through two world wars, the great depression and many smaller historical and local events the relationship of the library to its community, its legal base and methods of financing have remained much the same down to the present day but the variety, quantity and use of its services have changed drastically. Some measure of this change is indicated by the fact that in 1914 only 24 cents per capita was spent on library services, the year the present building was opened. As late as 1939 per capita expenditure was less than $1.00. Since 1914 the population has increased only 1.3 times, whereas expenditure has increased 22 times.

The modern history of the public library in Owen Sound really began after 1945. Following the depression years and during the second world war, public libraries were badly neglected and lost their importance as centres of adult education and culture. However, in the post-war period, due to technological change, urbanization, the youthfulness of the population, the increase of leisure time, general prosperity, the widespread use of radio, recordings, television and films and many other factors, the population of the cities began to make heavy demands on all social institutions; the public libraries of most cities along with the schools, welfare and cultural institutions, experienced great difficulty in coping with both heavy demand and changing needs. Most public libraries of comparable size in Ontario have managed to expand facilities and meet changing demands with a greater variety of services, with additional staff and increased financial support. The Owen Sound Public Library has been able to keep up with the Provincial average bookstock and circulation per capita but has fallen behind in per capita expenditure. It has kept pace with or exceeded other libraries in comparable communities in bookstock and circulation, but is considerably short of trained staff

(see Table I). Not compared in the table are physical facilities, but it is obvious that the Owen Sound Library has about half the minimum public service space required for the housing of the collection and the population of the community.

THE PRESENT LIBRARY BUILDING AND THE PLANNED ADDITION

It has been demonstrated over and over that, for a public library to be effective, it must be situated at the heart and centre of the commercial, pedestrian, day and night activity of its community. The present library site fulfils this condition admirably, situated as it is at the junction of 3 busy streets, beside the new Tom Thompson Memorial Gallery and Art Museum, one block from the City Hall and the main commercial avenue. However, the Carnegie library opened in 1914, although close to a healthy downtown core, is inadequate in every respect and the Board has been requesting capital funds to build a new library for some 8 years.

In 1970 the Board received final approval for the funds needed to expand its physical facilities. When completed the total square footage will be about 24,000 or 3 times the size of the original building.

Since the architect was in the working drawing stage at the time of writing, there is no need to enumerate the inadequacies of the old building. It is sufficient to note that, although physically sound, the space limitations of the building alone were imposing very serious handicaps on staff and public. The layout of functions, poor lighting, lack of work and office space and lack of space for even small group meetings are a few obvious results of overcrowding and the delay in capital financing.

After a preliminary meeting in February 1971 with the architect Mr. Brook of the firm of Brook, Carruthers, Grierson and Shaw we met with the Owen Sound Library Board on the planned extension and later submitted written comments on the layout drawings. We hope that these comments and the application of the recommendations contained in this report will result in a unique, flexible, modern addition to the rearranged and redecorated old structure to form a new public library facility for Owen Sound adequate for the next 25 years.

At the time this report was being written the Library Board had requested $550,000 capital financing from the City to complete the construction, equipping and furnishing of the new wing and the renovation of the existing building. The new wing will be added to the north end of the old structure on the site of the former Canadian Legion Hall and will consist of 3 levels joined by stairs to the 2 levels of the renovated old building. A new main entrance will lead into the new wing from 1st Avenue West.

Having begun our study at a rather late stage in the planning of the new building, it is difficult to comment on the assumptions underlying the general design and layout. However there are several implications inherent in the layout that should be mentioned.

1. The reference and research area extending as it will over the entire main floor of the present (Carnegie) building becomes a major function of the library. This indicates the need for more staff and a much larger collection of reference materials. The recommended goal of the reference collection by 1975 is 6,600 volumes, whereas the architect shows a capacity of 16,000 volumes.

2. The new structure will offer a great opportunity to add a large collection of non-print materials. Audio-carrels should be provided as listening positions for recordings and for student and adult use of tapes, film cassettes, film strips etc.. The collection of recordings for home lending might be housed in the reference area rather than in the circulation area.

3. We would recommend the establishment of the Telford Collection of Local History materials by providing in a corner of the reference library special cases, consulting tables, some lounge furniture and display facilities for the housing of books, maps, photographs, objects and documents pertaining to the history of Owen Sound, Grey County, Georgian Bay and the Bruce Peninsula. Citizens who are interested in local history and the Councils of Owen Sound and Grey County might be invited to assist with financial help for the furniture and fixtures.

4. The auditorium or multi-purpose room in the basement should be used daily if its inclusion in the project is to be justified. Its use will require some important policy designs by the Board. Which groups may

use it? Will there be a fee? etc.. In addition, supervision will be required when it is in use and staff time will be required to plan and prepare for its use. We hope that the policies in regard to use will encourage all groups equally and will be designed to allow a great variety of people, especially youth, the chance to plan their own activities. For the utmost flexibility, a good sound system will be required in addition to film, video capability etc..

5. The open design of the building will permit little segregation of users. Children will and should be encouraged to use all areas. All areas will have to be open to use as long as the building is open. Staff, except for supervision, can be interchangeable between all areas.

6. Finally the new building will be busier and the library as a consequence will be of greater importance in the community. At the same time, however, operating expenses will be much higher and a larger current budget will be required for staff, collections, heating, lighting, cleaning, maintenance, telephones etc..

TABLE II

Comparison of Present Service in Owen Sound with Relevant Libraries

(1969 figures from P.L.S. reports)

	Population	Volumes per capita	Circulation per capita*	Expenditure per capita	Professional Staff Ratio to Pop.**
Owen Sound	18,361	3.8	16.0	$ 4.38	1 to 18,361
Barrie	25,481	2.6	14.0	5.67	1 to 6,370
Orillia	20,532	2.9	16.0	5.53	1 to 6,844
Midland	10,477	2.2	9.2	4.58	none
Brockville	19,830	2.0	10.0	2.92	1 to 6,610
St. Thomas	23,206	2.0	6.0	4.85	1 to 5,801
Stratford	23,341	1.7	5.9	2.84	1 to 11,670
Fort Erie	21,529	1.4	4.1	3.23	none
Dundas	15,868	2.1	11.4	6.17	none
Collingwood	8,513	3.1	12.0	2.42	none
Orangeville	6,649	1.8	10.7	2.76	none
Ontario***	6,905,000	1.7	7.9	4.96	1 to 9,000

* Circulation of all items

** Staff holding an A, B or C certificate only

*** Population is given as defined in the Regulation under the P.L. Act

Accepted standards for communities under 35,000 are:

Volumes per capita - 3

Circulation per capita - 10

THE COLLECTIONS

In 1970 the Owen Sound Public Library was very heavily used with a reported circulation of 17 items per capita; the accepted minimum standard is 10.* The bookstock is adequate at 4 books per capita but its use is handicapped by the awkward arrangement in the adult and children's department and by the necessity of keeping about 4 to 5 thousand volumes and most of the periodical collection in storage. The library subscribes to 104 magazines and newspapers and has 272 reels of the microfilm editions of the Owen Sound Sun Times, Maclean's and the Globe and Mail. Periodicals are kept on back file for 5 years but in addition there are valuable and almost complete files of several important Canadian magazines such as "The Canadian Bookman," "The Canadian Forum" and "The Westminster" which should be carefully preserved or given to the Metropolitan Toronto Central Library or the National Library in Ottawa.

Other than books and periodicals there is a vertical file collection of 1,107 folders which should be greatly enlarged and up-dated for use in the new building. Pamphlets might be stored separately from the more ephemeral material as the file grows. There is a good foundation collection of government documents which can be much more successfully housed in the new building and should be augmented by regular selections from catalogues and by visits to the Provincial and Federal bookshops in Toronto. There is a mounted picture file of 2,604 items, the beginnings of a phonograph record collection and a collection of 137 16mm educational films, 33 of which are owned by the library and 104 are on deposit from the Regional system.

In summary one can say that little more of value could be housed in the present quarters without discarding something else to make room. Although the collection is good and has surpassed the minimum per capita standard recommended, it will not be adequate to occupy the space that will be supplied in the new building unless the Board is able to augment the current budget for library materials with extra funds so that a build-up of stock over discards will take place over the next five years.

*The juvenile circ. figure for 1970 includes 90,953 classroom loans or 56% of the total juvenile circulation. This in-classroom use figure gives a distorted picture of the total circulation of the children's library.

The proportions of the present book collection compared with standards are as follows:

Adult Fiction	12,278		
Adult Non-Fiction	28,758		
Reference	3,546	Adult total	44,582
Children's	27,233		
Total	71,815		

Percentage of Fiction in Adult Collection	27.5%
*recommended	20 %
Percentage of Non-Fiction in Adult Collection	64.5%
*recommended	70 %
Percentage of Reference in Adult Collection	8.0%
*recommended	10 %
Percentage of Children's books to total	38.0%
*recommended	25-30%

Recommended proportions for the present collection:

Adult Fiction (20%)	10,485		
Adult Non-Fiction (70%)	36,697		
Reference (10%)	5,243	Adult	
Children's (27%)	19,390	total	52,425
Total	71,815		

*Appendix to the Public Library Standards, CLA, 1969.

In order to restructure the proportions of the collections to conform to the above percentages as soon as possible, the amount of money allotted to buying children's books and adult fiction should be reduced so that the adult non-fiction and particularly the reference collections may be expanded.

Even though the size of the total collection is above the recommended minimum of 3 books per capita, we would urge that the total expenditure on books be increased as much as possible so that the new building can open for public service with a greater collection than the present one as well as a reproportioned collection. This is especially important if the Owen Sound library is to continue to act as a regional resource library for Grey and Bruce Counties. Regional funds for reference materials which currently stand at $4,000 per annum should be increased to $8,000 per annum for 3 years, in order to beef up the Owen Sound reference collection in preparation for the new structure and the inevitable boom in student and research use. This might be considered unfair to the other resource libraries but considering the space to be made available for a strong reference collection in the new building it will be in the long term interest of the region to build on the strength of the Owen Sound collection. Should the other resource libraries undergo sudden expansion in the future we would recommend the same policy for them.

The new building will have ample space to house from 85,000 - 100,000 volumes plus a large collection of recordings, tapes, pictures, vertical file material, government documents, periodicals, 16mm and 8mm films without overcrowding. Since at least one-third of all circulating material is out of the building at any time, the total collection of all material to be built up and organized could be close to 145,000 items before all stacks and storage places are filled.

Realistically we would recommend that the provision of a total collection of 100,000 items be the goal of the Board and staff by 1975, made up as follows:

Adult Fiction	13,100	
Non-Fiction	46,000	
Reference	6,600	
Non-Print	7,300	
Total adult		73,000

Total adult		73,000
Children's Circulating	23,600	
Reference	700	
Non-Print	2,700	
Total Children's		27,000
Total collection*		100,000

SERVICE TO THE STUDENT

As the Department of Education and the County school boards continue to develop school library services and audio-visual resource centres, the need of students for such services will be more and more satisfied during school hours. Although these developments are slow it is apparent that the Grey County Board of Education and the Bruce-Grey County Roman Catholic Separate School Board are committed to the development of an adequate library and multi-media resource centre in every primary and secondary school. This relieves the public library of the need to supply special deposits of books to schools. It means that organized primary school class visits to the public library will become less important. In the long run more staff time can be spent serving adults, high school, community college and university students, the businessman, the worker, the housewife and special groups such as parents and the pre-school child.

We would recommend that direct service to schools such as classroom loans and organized class visits to the public library be phased out or, if continued, paid for by the school board concerned and that, in the new children's department more stress be placed on service to the pre-school child and the parent.

We recommend that every effort be made to cooperate with Georgian College when its Owen Sound campus is opened so that library resources can be shared and college students better served in the public library by requesting financial assistance from the College for the purchase and housing of library materials needed for the courses provided.

*This includes films, tapes and recordings but not vertical file material, unbound periodicals, pamphlets or pictures.

Furthermore we recommend that the University of Western Ontario should deposit books needed by its Owen Sound summer school students in the public library and assist by paying a share of staff costs in making this collection available to its students through the public library.

SERVICE TO OTHER INSTITUTIONS

There are at any time many citizens of Owen Sound who are temporarily in hospital or other institutions and who should be able to continue their use of the public library especially at a time when library service can be of greater advantage to them. When the new addition is functioning we believe that the Board should in cooperation with the administration supply library service to the Dr. McKinnon Phillipe Hospital and the Owen Sound General and Marine Hospital. Such service can be organized with the assistance of volunteers and if possible payed for at cost by the hospitals. The library staff can supply book selection advice, arrange for transportation, and generally supervise the operation in the hospitals. Promotion of the service can be done by the hospitals themselves.

TECHNICAL SERVICES

At the moment books are selected in the usual manner by checking catalogues, lists and reviews and by visiting the displays of the publishers' representatives. Borrowers' requests and inter-loan needs also influence selection. All books, including paperbacks, receive full cataloguing using Dewey classification. Library of Congress subject headings are used on adult catalogue cards and Sears headings on juvenile cards. Some adult books are ordered through the Cooperative Book Centre and some juvenile books through Saunders in Collingwood.

In 1970, 5,525 volumes were added to the collection and 3,720 were discarded. The net gain was only 1,805 volumes (963 adult and 842 juvenile). This is a 2.5% gain per year including duplicates and replacements of standard titles. A net gain of 5% per year would be more realistic if the collection is to be maintained and augmented as the community grows. Future book budgets should be estimated to yield a 5% growth rate.

It would be a boon to Owen Sound if all books could be ordered from one agency and received fully catalogued and processed. At the moment this can be done through the processing centres of Midwestern or Lake Erie Regional Library Systems if an arrangement is worked out by GBRLS. Saunders of Collingwood is organizing an ordering and processing service and a plan is being considered for the approval of the Librarians' Committee. The Cooperative Book Centre, recently reorganized under a new aggressive manager with good experience in this field, is prepared to accept orders for all books at 34% off the Canadian retail price and is offering a cataloguing and processing service again.

There are other possibilities which should be watched and considered (such as Bro-Dart, Canadian Book Wholesale or central ordering of card sets only). Whether an outside agency is used or not, it is important that cataloguing standards and processing routines be coordinated as far as possible among all resource libraries within the region so that a smooth joint arrangement may be made and so that, if a union catalogue is organized, differences of classification, subject headings and entries be eliminated as far as possible. In the meantime all cataloguing, classifying and processing in the Owen Sound library should be done by one qualified person and one assistant. The 5,525 volumes added in 1970 represent a workload of only about 118 titles per week (47 weeks/year). In addition the accession record should be eliminated and the purchase price added tc the shelf list card. No class number should extend past the 3rd decimal point and author numbers should be dropped except for the use of a drop letter for biography. All cataloguing conventions should be simplified as much as possible and standardized with the other major libraries in the region. Processing should be as simple as possible with an identity stamp on the edge of the pages only, no accession numbers, no hand lettering of covered books etc.

The Registration card presently made out for each new borrower and filed in the library could be eliminated if a wallet-size identification card were used as a substitute for the present borrower's card. The front of the card could bear a short statement of responsibility over the signature of the user with a list of the principle rules of the library on the reverse side. The card used by all public libraries in Metropolitan Toronto is a good example of a library ID card. Children and adults should use the same card. An expiry date is recommended as a handy method of checking up on changes of names and addresses and of maintaining a more accurate count of the number of current users.

SERVICE TO NON-RESIDENTS

Out-of-town borrowers are charged $3.50 per year or $2.00 per half year for a family membership and students attending one of the Owen Sound high schools from outside the city are charged 50 cents per year for the use of the library. It is regrettable but understandable that the Board must levy a charge on non-resident users because neither Grey County nor any of the three townships around the city support a public library or contribute to the support of the Owen Sound Board. In the urban fringes of the City, in the Townships of Sarawak, Derby and Sydenham, about 1,000 people are without free library service and must pay the annual fee to use the City library. In 1970, $867.50 was paid by non-residents and it is estimated that revenue from this source will increase to $1,000 in 1971. However, the scale of fees currently levied does not represent the true cost of service to non-residents. The per capita cost to city residents in 1970 was about $5.30 and the per user cost would be considerably higher. At $7.00 fee per year per adult would be more realistic than the present $3.50 charge per family.

Of course the problem will probably be solved for most of the persons affected if the current request of the City to extend its boundaries to include the fringe areas is approved. However final approval may be 2 years ahead. An interim solution that is fair to the Owen Sound Board must be sought.

It is recommended that the Owen Sound Library Board charge at least a $6.00 annual fee per adult for non-resident use and that non-resident students attending Owen Sound secondary schools also be charged $6.00 each for use of the public library.

It is also recommended that the Townships of Sydenham, Derby and Sarawak be urged to pass a by-law under Part I, Section 3 of the Public Libraries Act to establish a Township Public Library Board and qualify for an annual Provincial grant of 65 cents per capita under the present Regulation to the Act. No commitment other than the by-law and the constitution of a Board would be required by the Township Councils. In this way Derby Township could contribute $1,400, Sarawak $952 and Sydenham $1,485 to the cost of service to their residents incurred by the Owen Sound Board on condition that all residents of the Townships would receive full service without a fee. If amalgamation of portions of the Townships with the City is approved, the remaining residents of the Townships could continue to receive free service under the above scheme.

OPEN HOURS

At present the adult library is open 42 hours a week and the children's department 34 1/2 hours. The trend in libraries as in shopping plazas, municipal buildings, banks, recreational and educational establishments is to lengthen hours of service. Certainly public libraries should be open when the public finds it most convenient to visit. Another factor to be considered in Owen Sound is the hours of the Tom Thompson Memorial Gallery and Art Museum next door to the library. In the interest of public convenience the two institutions should coordinate their open hours as far as possible.

Art Museum:

Monday - Sunday	12 - 5	
Wednesday & Friday	7 - 9	Total: 39 hours

Library:

Tuesday - Friday	1 - 9	(closed Monday)
Saturday	10 - 5	
Sunday	2 - 5	

Children's Dept.:

Tuesday - Thursday	1 - 6:30

In the new building it is not possible nor will it be desirable to have different hours between departments. The adult, reference and children's departments as well as the film service and auditorium cannot easily be shut off from each other and should have the same hours and be coordinated to some extent with the Art Museum.

Recommended Open Hours for the New Library:

Monday - Friday	12 - 9	
Saturday	12 - 5	
Sunday	12 - 5	Total: 55 hours

To accommodate these hours should not require additional staff. As it is, staff is usually in the building when it is closed because there are housekeeping chores and preparation work to be done. If, as we have recommended, all technical service routines are performed by 2 staff members

engaged full time in this work, other staff need not be in the library as often when it is closed. Saturday and Sunday hours should be extended as demand warrants it and full service should be offered on Sunday.

STAFF

Table II shows that Owen Sound had only one librarian holding an A, B or C certificate for its total population in 1969. Although the library is heavily used in terms of circulation, it is our opinion that circulation services should no longer receive the emphasis they have been given in the past and if students of all ages are to be served adequately and if adults are to receive the reference and information services they need to cope with a rapidly changing social, economic and political environment, a staff trained in modern techniques of library service must be built up for the opening of the new library. The addition of an auditorium, a large record collection, listening facilities, 8mm films, tape cassettes etc. will also require more trained staff for utilization.

The new building will not only more than double the present space, it will complicate problems of staff scheduling because of the five levels and five main areas into which the new building will be divided. Whereas adult reference and circulation services are in one area at the moment and film service is nearby, the new building will separate these functions and create a need for more staff. On the other hand, children's services are completely separated from adult services (including technical services) in the present building, whereas in the new structure checking-in and checking-out, sorting, reserves and registration functions for both adult and children can be combined at one control point and technical services can be completely combined as we have already recommended. If the clerical staff of the adult and children's services can be made interchangeable throughout the building, the need for extra staff may be kept to a minimum. If the periodical collection and all materials at present in storage can be assembled in the public service areas for efficient consultation and searching, a further reduction in staff time can be realized. Every effort should be made to define responsibilities and rationalize all routines to allow as much time as possible to be spent on public service and to schedule staff time in accordance with peak periods and seasonal changes. Toward this end we recommend that all staff positions and responsibilities be

clearly defined by approved job descriptions and by the composition of a staff manual.

The present staff (1971) consists of 3 persons classified as librarians (2 have certificates), 1 executive assistant, 6 clerical assistants, 1 accountant, 1 assistant in the children's department, 1 custodian and 2 assistant custodians on the casual payroll. In addition 5 students are employed after school on Saturdays and 2 during the summer. Other than casual employees there are 10 full time and 3 part time staff members. In 1971 one library technician will be added to the staff as soon as possible and a third certificated librarian in September. The amount spent on salaries in 1970 was $50,456.00 or 53% of the total budget. The standard in most libraries of this size is about 65%. Adding a library technician and another librarian in 1971 will raise the percentage to only 60%.

Recommended Staff For New Library 1972

	Librarian	Technician	Clerical
Chief Librarian	1		
Assistant Chief Librarian (in charge of adult services and community relations)	1		
Research and Reference Librarian	1		
Children's Librarian (and children's and parents' programmes)	1		
Library Technician (in charge of technical services)		1	
Library Technician (reference or adult department)		1	
Library Technician (in charge of film service)		1	
Clerical - Senior (secretary to Chief Librarian, bookkeeper)			1
Clerical - Intermediate (technical services)			1
Clerical - Intermediate (public service in any area as required)			2 + 2 p. t.
Clerical - Junior (public service in any area as required)			3 + 2 p. t.
	4	3	7 + 4 p. t.

Total staff - 14 + 4 part time

NOTES ON STAFF

a) No extra cleaning or maintenance assistance will be needed if the cleaning of the entire building is contracted out leaving the gardening, snow removal, routine maintenance and security to one full time staff member. The Board should consider working in cooperation with the Art Museum in this area.

b) All junior and intermediate clerical staff should be available to assist anywhere in the building as required.

c) At present 5 students are used. The number needed to assist in busy times in the new building is difficult to predict, but we recommend the use of H.S. and Georgian College students as required rather than adding to the permanent staff.

THE LIBRARY BOARD

The Owen Sound Library Board has a very good written statement of "purpose and objectives," an outline of the "functions and duties" of the Board and the Chief Librarian and a short constitution including a number of by-laws. Such a statement is needed to remind members of the powers of the Board as well as to clarify the long-range objectives and short-term goals of the institution for which it sets policy. It is astounding to find library boards who have no clear concept of the value of community library service. As a consequence many of these boards lack enthusiasm, attendance at meetings is low and effective development is slow.

We would like to recommend that a fuller statement of the purposes and objectives of library service be added to the next edition of the document and that a list of policy motions passed by the Board be appended and kept up to date. In addition we feel that this document should be approved by the Board only. The Chief Librarian, being secretary and executive officer, should, of course, recommend its contents and assist in its composition but should not be listed as a member or sign as a member.

We recommend that the Chief and Assistant Chief Librarians compose, for Board approval, formal job descriptions, an organization chart and a staff manual for inclusion in the policy section of the Board statement. A procedure manual would also be very useful to the staff but since such a document is of administrative value only it would not require Board approval.

Finally we would recommend that the Board recognize the importance of the regional connection by including in any statement of purposes and objectives, in any list of policies and in any staff manual appropriate mention of the Board's identity as a cooperating member of the Georgian Bay Regional Library System.